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GREEN MOUNTAIN CARE BOARD

**Vermont Health Care  
Innovation Project State-led  
Evaluation**

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**Learning Dissemination  
Plan**

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June 30, 2017

Funding for this report was provided by the State of Vermont, Vermont Health Care Innovation Project, under Vermont's State Innovation Model (SIM) grant, awarded by the Center for Medicare and Medicaid Services (CMS) Innovation Center (CFDA Number 93.624) Federal Grant #1G1CMS331181-03-01. The contents of this report are solely the responsibility of the authors and do not necessarily represent the official views of HHS or any of its agencies.

# Learning Dissemination Plan

The purpose of this Learning Dissemination Plan (Plan) is to provide guidance as to how to translate findings from the Vermont Health Care Innovation Project State-led evaluation into visuals and tools that will impact the practice and perception of health care reform. Core considerations underlie the development of the Plan and include:

1. **Define, cite and articulate the major and salient findings and implications of the evaluation results.** The initial step in refinement of the Plan was analysis of qualitative and quantitative evaluation findings. While the analysis may identify interesting findings or themes, an effective Plan utilizes results which are actionable or incite change at an individual, organizational or system level. It is at this step that goals are identified to articulate the purpose of the Plan e.g. Improve care coordination through the implementation of promising practices. There may be multiple goals, each for which a separate strategy and tool will be recommended. Goals identified for the Plan include:
  - a. Clinical Audiences adopt practices that promote and accelerate health care reform.
  - b. There is broad recognition of VHCIP successes at the local, state and national level.
  - c. Key Decision Makers support sustainability of key SIM activities.
2. **Clarify audiences for whom the evaluation results will resonate.** Health care administrators and health care providers benefit from a concrete understanding of approaches and techniques to facilitate practice transformation as well as the identification of peers who provide insight to implementation of such approaches in a real world setting. Consumers, health care researchers and media have a vested interest in understanding impact of SIM activities for themselves, to the larger health care reform movement and to the public respectively. These three stakeholder groups can be instrumental in furthering the spread of key evaluation messages to other audiences. Finally, policymakers and funding or philanthropic institutions may utilize findings to support their decision making process to sustain or spread successful reform approaches.
3. **Develop tools (documents, webinars, and meetings) that are appropriate to the style, communication culture and capabilities of the target audience to maximize uptake of messaging.** While individual tools may be utilized by multiple audiences each has the

potential to inform audiences in different manners and are matched to produce the maximum uptake of key evaluation findings. White Papers are rich with information, conveying multiple messages and findings. They are lengthy and detailed; suited for audiences seeking additional information such as the underlying evaluation methods, approaches and analysis of data. Issue Briefs are narrow in focus; identifying a single topic with actionable recommendations. Issue Briefs are well suited for audiences who are seeking information that can easily be reviewed, gleaned for value and provide specific direction for action. Non-technical Report Summaries are akin to an executive summary, providing high level summary of specific elements of the evaluation, however may not include recommendations. Non-technical Report Summaries are logical clear and interesting summaries to build validity of the evaluation and provide a tool to appeal to audiences that may be inclined to seek further information. Blog Posts like Non-technical Report Summaries can be a tool to appeal to audiences that may be inclined to seek further information. Blog Posts are short, informal and may provide readers with an opportunity to comment and create dialog regarding the blog entry. National Conferences attract audiences that are seeking information and are logical venues for engagement. National Conferences require a high level of time and resource commitment; as a result audiences often are high level administrative or managerial and may include researchers, policymakers and funders. Discussion Sessions are akin to Webinars in that they both offer an opportunity for the presentation of information to interested audiences (in person and virtually respectively) and discussion of and testing of further ideas. Discussion Sessions are valuable to continue to test evaluation findings and understand audiences perspective on the meaning for and application to their work. The final Plan takes into account the potential impact of these as companion tools, able to remain independent in their content but able to be used synergistically to build audience interest in the content. Finally, timing and frequency of exposure to these tools was considered.

4. **Identify knowledge brokers or carriers of the messages and results.** Within this Plan we have identified general communication channels, however implementation of the plan will draw from a specific set of knowledge brokers as described in the Communication Matrix (See Appendix). Each of the knowledge brokers listed in the Communication Matrix have stakeholders who consider the knowledge broker as a valid source of information. As gatekeepers to these important audiences, dissemination activities will need to consider the value that knowledge brokers perceive of the evaluation findings. Without knowledge broker buy-in they will not support the dissemination of findings. Knowledge brokers such as professional membership organizations and national organizations are most valued by the target audiences.

Audience and Goals	Communication Methods						
	Webinars	Issue Briefs	Non Technical Report Summaries	White Papers	Blog Posts	National Conf.	Discussion Sessions
<p><b>Clinical Audiences:</b> Health Care Administrators; Health Care Providers</p> <p><b>Goal:</b> Clinical Audiences adopt practices that promote and accelerate health care reform.</p>	X	X	X				X
<p><b>Objective 1:</b> Increase the utilization of key tools such as Care Navigator and health information exchange services such as Patient Ping or other event notification systems (ENS).</p> <p>Given providers are often critical decision makers their buy-in to the use of this tool is important as is the support of health care administrators. Information from the VHCIP Survey results showing utilization rates and value of ENS can be communicated in issue briefs or non-technical report summaries and should be paired with a webinar featuring both a health care reform policymaker and a community presenter (care coordinator, provider, administrator) to discuss their experience with an ENS. Ideally data such as reduction of emergency department, inpatient utilization and 30 day readmission rates are made available by the community presenter.</p> <p>Stakeholders continue to identify communication as a barrier and care transitions specifically as an area that could be improved. As Care Navigator becomes available, the use of this tool should be embedded within the existing care coordination systems and best practices established under VHCIP. Sharing care coordination findings, including the core principles, and assuring that Care Navigator enhances as opposed to supplant current practices will advance patient care. This is similarly done via issue briefs and webinars.</p> <p><b>Objective 2:</b> Improve understanding of approaches to improve panel management, population health monitoring and tools such as predictive</p>							

analytics.

There is a multiplicity of resources available at the state, regional and local level to assist health care organizations however VHCIP Survey data shows that EHRs are most heavily relied upon and yet even EHRs are not utilized to their highest capability. Issue briefs and non-technical reports can provide overviews of the various data resources and their application. A series of companion webinars should include speakers from health care organizations, communities (Care Collaboratives) and statewide organizations that illustrate successful use of data and data systems. Specifically the following organizations provide important insights in this area and should be included in a webinar series:

White River Family Practice which has developed internal capacity and programming to utilize EHR data for predictive analysis.

Community Alliance for Health Excellence (central Vermont Care Collaborative) utilized EHR data to conduct a risk assessment scoring identifying priority patients for inclusion in care coordination activities. This differs from other Care Collaboratives that chose a more simplistic approach to identify patients with high risk chronic diseases.

Blueprint, OneCare and VITL each provide access to data however the VHCIP Survey shows that each of these are utilized at a much lower rate than desired. A webinar should similarly pair each organization with a health care organization to demonstrate the value and provide an opportunity to show the application of their data and systems.

**Objective 3:** Improve stakeholder understanding and buy-in of data vision and strategy.

When providers and care coordinators were asked what resources would make them more prepared to participate in alternative payment strategies, their answers show that data and data infrastructure are critical to their success. Data and data infrastructure is key to standard quality measures; monitoring tools for patient tracking; cost analytics for performance monitoring; data sharing; and patient attribution methodology and these elements were rated as highly important for practices to participate in payment reform. While survey results show data and data infrastructure as key underpinnings, site visits and key informant interviews highlighted the feeling of being overtaxed and burdened by data reporting and data systems.

While VHCIP and its' partners have had a rigorous communication strategy and participatory approach with stakeholders there is clearly more work to be done to gain buy-in of data efforts. Consider adopting five concepts described by the Office of the National Coordinator for Health

Information Technology which enable an infrastructure to support shared risk and value-based payment arrangements.<sup>1</sup> Fortuitously VHCIP data infrastructure development has adhered to these five concepts including expansion of EHR penetration and access to data augmenting EHR capabilities; addresses gaps in connectivity and clinical data quality of health care organizations to the Health Information Exchange; supporting predictive and retrospective data analytics; improving quality reporting and measurement; and providing tools to improve patient self-management.

Three companion approaches can help improve understanding and support for the data strategy. Each approach provides incrementally more in-depth understanding of VHCIP work in this area. First an issue brief or non-technical report can outline the five elements with bulleted lists of activities with which VHCIP has engaged. This should include an at-a-glance diagram (for example as used in the VHCIP Final Report) to communicate in a visually simplistic manner. Second, the development of a webinar that provides an opportunity for highlighting the particular successes within each of the five elements and promoting discussion regarding how they fit together to build an infrastructure necessary for health care reform activities. Finally, the third product should be a white paper (VHCIP Final Report) that allows inquiring stakeholders to explore at great depth VHCIP data activities, successes and challenges.

**Objective 4:** Increase understanding of payment reform among providers.

Details regarding payment reform are still not well understood by a significant number of providers. For this audience non-technical reports or issue briefs paired with discussion sessions are among the best strategies to leverage. Given that the amount of effort to convene providers across the state would be significant, the dissemination strategy should consider utilizing Care Collaboratives to convene and facilitate such discussion sessions. Guidance and supporting documents can be provided to Care Collaboratives in support of these activities.

**Objective 5:** Improve efforts to integrate non-clinical providers in care coordination and payment strategies.

Few regions included distribution of shared savings beyond conventional health care providers. Those that did, such as St. Johnsbury Care Collaborative, have important insights to share regarding the value and operationalization of this approach. Given that future health care and

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<sup>1</sup> Health Information Technology to Support Accountable Care Arrangements. Office of the National Coordinator for Health Information Technology, October 2014

payment reform activities will include a broader array of clinical and non-clinical providers, development of an issue brief regarding St. Johnsbury experience paired with an overview of how the All Payer ACO Model plans to expand the inclusion of clinical and non-clinical providers in payment reform efforts may help advance efforts in this area.

**Communication channels:** Health care membership organizations – organizational membership and individual membership.

Audience and Goals	Communication Methods						
	Webinars	Issue Briefs	Non Technical Report Summaries	White Papers	Blog Posts	National Conf.	Discussion Sessions
<p><b>Interested Parties:</b> Consumers; Health Care Researchers; Media Professionals</p> <p><b>Goal:</b> Broad recognition of VHCIP successes at the local, state and national level.</p>	X	X	X	X	X	X	

**Objective:** Interested Parties can articulate the scope and overall impact of SIM activities.

Up to five companion approaches can help improve understanding and support for the VHCIP strategy and results. The focus of the information provided in each companion communication approach should be on the core principles as described in the final report, the activities towards meeting those core principles and the impact (qualitative or quantitative). Each approach provides incrementally more in-depth understanding of VHCIP work and allows continued inquiry, facilitating more in-depth and detailed understanding if desired. First a blog submission to reputable sources such as the Health Affairs Blog. This blog allows submissions up to 2000 words, consider utilizing the Executive Summary from the VHCIP Final Report with adaptations to the blog platform. As necessary develop smaller blog postings focused on each of the three focus areas and a brief cumulative summary. Venues such as the Health Affairs Blog reviews content for their relevance

to their readers and current issues in health care. It may be necessary to submit multiple blogs before one is accepted for publication. Second, develop an issue brief or non-technical report for each of the three areas of care coordination, payment reform and data, outlining the core principles with brief, bulleted activities and results. The length of each brief or report should be no longer than 2000 words. Where possible, use graphics from the VHCIP Final Report to communicate concepts at a glance and focus on brevity of the messages. Third, the development of a webinar that provides an opportunity for highlighting the particular successes within each of the three focus areas and promoting discussion regarding how they fit together to build an infrastructure necessary for health care transformation. The fourth product should be a white paper (VHCIP Final Report) that allows inquiring stakeholders to explore at great depth VHCIP activities, successes and challenges. Finally, poster sessions and oral presentations at national conferences are likely to be frequented by researchers with similar interests and provide an opportunity to share valuable information with people working on similar projects.

**Communication channels:** Consumer focused and consumer advocacy organizations; policy focused organizations, national conferences, written media and journal outlets

Audience and Goals	Webinars	Issue Briefs	Non Technical Report Summaries	White Papers	Blog Posts	National Conf.	Discussion Sessions
<p><b>Key Decision Makers:</b> Policymakers; Funders</p> <p><b>Goal:</b> Key Decision Makers support sustainability of key SIM activities.</p>	X	X	X	X	X	X	X

**Objective:** Key Decision Makers understand next steps in SIM evolution.

Policymakers, funders and other high level key decision makers have limited time to read reports. Furthermore given that many have a broad



array of responsibilities, they may not have a full understanding of the context in which reports are written. This opens the possibility that documents aren't read or when they are the reader lacks a full understanding of their implications. While documents listed in the previous sections are applicable content for Policymaker and Funders they should be used in conjunction with discussion sessions. Discussion sessions provide an opportunity to talk about VHCIP activities in a manner that conveys context, results and applicability to attendees without requiring extensive reading or research on behalf of the participants. While PowerPoint presentations may help communicate major points and issues during a discussion session, more than half the time should be focused on allowing participants to react to, question and clarify findings of VHCIP.

Unlike other stakeholder groups Policymakers and Funders should be focused on select priority messages. These messages should be supported by VHCIP evaluation findings and include:

Supporting continued investment in data infrastructure.

Increase efforts to support use and application of data including orientation to and use of data systems.

Advance payment models that support care coordination functions at the practice level.

Inclusion of a broad array of clinical and non-clinical providers in alternative payment models.

Continue spread of care coordination practices and include a broader array of clinical and non-clinical providers in trainings, care collaboratives and other capacity building activities.

**Communication channels:** National and state legislator organizations and email lists

# Appendix

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
American Health Care Association (AHCA)- National	AHCA: the nation’s largest association of long term and post-acute care providers.		Long term and post-acute care providers	
	<a href="#">AHCA/NCAL publications: a website for books, manuals guides, and other professional resources for long term and post-acute care professionals.</a>	Ongoing	Long term and post-acute care providers	Publication
	<a href="#">Provider Magazine: contains in-depth reporting on long term/post-acute care issues and trends and keeps readers up to date on the latest development on Capitol Hill.</a>	Monthly	Long term and post-acute care providers	Publication
Community Catalyst ( National organization also works in Vermont)	To organize and sustain a powerful consumer voice to ensure that all individuals and communities can influence the policy decisions that affect their health.			
	<a href="#">Resources on Health System Transformation</a>	Ongoing	Consumers	Database
	<a href="#">News and press release</a>	Ongoing	Consumer	News

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
Green Mountain Care Board	<a href="#">Publications and Resources</a>	Ongoing	Consumers, providers, policymakers	Website
Health Care Advocate Project	It provides help to Vermonters that have problems and questions about health care and health insurance through a telephone hotline service.			
	<a href="#">Hotline: 800-917-7787</a>	Ongoing	Consumers	Contact
Kappa Tau, Vermont's Chapter of Sigma Theta Tau	National Honor Society for Nursing, Vermont Chapter		Vermont nurses	
	<a href="#">Annual Meeting</a>	Annually	Vermont nurses	Meeting
	<a href="#">Annual Nursing Research &amp; Evidence-Based Practice Symposium</a>	Annually	Vermont nurses	Conference
National Alliance on Mental Illness Vermont	Vermont's resource for education, support and advocacy for mental health.			
	<a href="#">Annual Conference: learn about best of care and current federal legislation around mental health.</a>	Annually	Mental Health professionals	Conference

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
	<a href="#">NAMI Vermont Annual Business Meeting: for members to share their thoughts on strategies and hear from guest speakers.</a>	Annually	Members	Meeting
National Association of Social Workers Vermont Chapter (NASW-VT)	The Vermont chapter for the national social worker association. It advocates for member social workers and social worker students.			
	<a href="#">Subscription needed to access the online resources.</a>	Ongoing	Social Workers and students	Database
	<a href="#">NASW-VT Annual Conference: continue education and networking events for social worker and students.</a>	Annually	Social Workers and students	Conference
National Conference of State Legislatures	<a href="#">NCSL Capitol Forum: where NCSL Standing Committees meet to discuss policy and set the agenda for the states</a>	Annually	Legislators	Meeting
	<a href="#">NCSL Legislative Summit: the biggest and best gathering of state legislators and staff in the country</a>	Annually	Legislators	Conference
	<a href="#">Webinars/e-Learning: online resources for legislators</a>	Ongoing	Legislators	Webinar
	<a href="#">State Legislatures: the national magazine of policy and politics</a>	Monthly	Legislators	Publication

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
People Education Advocacy Recovery (PEAR) – The Vermont Association for Mental Health and Addiction Recovery	Education, advocacy and recovery support for people who are interested in or affected by mental health and addiction issues.		Patients, Clinicians, Employers, Providers	
	<a href="#">Online publication database</a>	Ongoing	Patients, Clinicians, Employers, Providers	Database
The Physician Assistant Academy of Vermont	The association and advocate for Vermont physician assistants.			
	<a href="#">CME conference: content is password protected</a>	Annually	Physician Assistant	Conference
The Vermont Public Interest Research Group in Montpelier (VPIRG)	Vermont's largest consumer and environmental organization.			
	<a href="#">Health care section: resources, news and updates</a>	Ongoing	Consumers	Database
	<a href="#">Take action in Health Care: current campaigns in Health Care</a>	Ongoing	Consumers	Advocacy
Top Vermont News Sites (Top 6)	<a href="#">WCAX (Contact Page)</a>	Ongoing	All	Publication
	<a href="#">Burlington Free Press (Contact Page)</a>	Ongoing	All	Publication

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
	<a href="#">WPTZ Channel 5 (Contact Page)</a>	Ongoing	All	Publication
	<a href="#">VTDigger.org (Contact Page)</a>	Ongoing	All	Publication
	<a href="#">Vermont Public Radio (Contact Page)</a>	Ongoing	All	Publication
	<a href="#">Times Argus (Contact Page)</a>	Ongoing	All	Publication
United Healthcare	<a href="#">United for Reform Resource Center: provide current news and information on health reform, but it is a nation-wide database.</a>	Ongoing	Consumers	Database
University of Vermont College of Medicine Continue Medical Education	<a href="#">Transforming Primary Care and Behavioral Health Conference: information for this year is not up yet</a>	Annually	Physicians	Conference
	<a href="#">Grand Rounds: weekly or monthly lectures about various topics in medicine and health care.</a>	Ongoing	Physicians	Lecture
	<a href="#">Other Accredited CME providers in Vermont: Brattleboro Retreat, Institute for Advanced Medical Education, Northeastern Vermont Area Health Education Center</a>	Ongoing	Physicians, nurses and other health care professionals	Training
Vermont Association of	VAHHS is a member-owned organization devoted to improving the health status of communities throughout Vermont.			

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
Hospital and Health System (VAHHS)	<a href="#">Links to Reports &amp; Other Resources</a>	Ongoing	Health care professionals	Database
	<a href="#">Event: VAHHS Annual Meeting</a>	Ongoing	Health care professionals	Meeting
	<a href="#">Newsroom and press release</a>	Ongoing	Health care professionals	News
	<a href="#">Member Contact</a>	Ongoing	Health care professionals	Email Lists
Vermont Blueprint	<a href="#">Vermont Blueprint for Health Annual Conference: an annual health care conference organized by Blueprint Vermont to discuss and compare 1. The different healthcare models and their associated best practices; 2. How Vermont can move forward toward a health</a>	Annually	Clinicians, public health workers, hospital and health plan administrators, policy makers, grassroots community organizations and others interested in the cutting-	Conference

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
			edge health system redesign taking place in Vermont	
	<a href="#">Blueprint Reports and Analytics: information on the Annual Reports, HSA Healthcare Data Profiles, Journal Articles and other reports and analyses.</a>	Ongoing	Clinicians, public health workers, hospital and health plan administrators, policy makers, grassroots community organizations	Database
Vermont Coalition of Clinics for the Uninsured	<a href="#">VT Coalition of Clinics for the Uninsured: ten clinic participants email lists</a>	Ongoing	Patients	Email Lists
Vermont Coalition for Disability Rights (VCDR)	An advocacy organization that seeks to increase awareness of disability issues and affect systemic change through legislative and administrative processes.			



Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
	<a href="#">Events: Disability Awareness Day, Advocacy Network, Testify at public hearings and in legislative committees.</a>	Ongoing	Advocate	Email Lists
Vermont Council of Developmental and Mental Health Services and Vermont Care Network (Vermont Care Partners)	The trade association of 16 non-profit community-based agencies that serve Vermonters affected by developmental disabilities, mental Health conditions and substance use disorders. It helps to get access to a high-quality continuum of health care and support services, and to improve the health and safety of our communities through socially responsible alliances and partnerships, information sharing, education and advocacy at the national, state, and local levels.		Consumers, health care providers, member agencies	
	<a href="#">VCP Health Reform Initiatives: working towards a fully integrated health care delivery system.</a>	Ongoing	Consumers, health care providers, member agencies	Email Lists
	<a href="#">VCP Outcomes Initiatives: evaluating system-wide outcomes and developing better model to measure performance.</a>	Ongoing	Consumers, health care providers, member agencies	Email Lists
	<a href="#">What's New: where they store the news.</a>	Ongoing	Consumers, health care	News

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
			providers, member agencies	
	<a href="#">Library: database for publications.</a>	Ongoing	Consumers, health care providers, member agencies	Database
	<a href="#">Member list</a>	Ongoing	Consumers, health care providers, member agencies	Email Lists
Vermont Department of Health	<a href="#">News Room</a>	Ongoing	All	News
	<a href="#">Public Health Grand Round: Our Public Health Grand Rounds series features presentations about significant public health issues and the challenges they pose. This series is intended to promote a dialogue within the department and with the Vermont profession</a>	Ongoing	All	Training
Vermont	<a href="#">Publications &amp; Resources database</a>	Ongoing	All	Database

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
Department of Mental Health	<a href="#">Training Opportunities</a>	Ongoing	All	Training
	<a href="#">Department Updates and Press Release</a>	Ongoing	All	News
Vermont Family Network (VFN)	Support all Vermont families of children with special needs so that all children reach their potential through providing information, connections about child's health, community resources, health care services, etc.	Ongoing events	Consumers	
	<a href="#">News &amp; Events</a>	Ongoing events	Consumers	News
Vermont General Assembly	<a href="mailto:legislative@leg.state.vt.us">Report Submission: to be submitted to legislative@leg.state.vt.us</a>	Ongoing	Legislators	Publication
	<a href="#">Member Contact Information</a>	Ongoing	Legislators	Contact
Vermont Health Care Association	<a href="#">Advocates on behalf of residents, staff and communities that depend on Vermont's nursing, residential care, and assisted living homes as an integral component of the long term care continuum.</a>	None Specified	Long term and post-acute care providers	Email Lists
Vermont Health Information Management Association (An	The premier association of health information management professionals worldwide.		Health information management professionals	

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
affiliate of American Health Information Management Association)	<a href="#">AHIMA Convention &amp; Exhibit (National): Healthcare professionals will gather at the AHIMA Convention for interactive presentations, panel discussions and open forums to discuss how information should be governed for healthcare purposes</a>	Annually	Health information management professionals	Conference
VITL	A nonprofit organization that assist Vermont Health care providers with adopting and using health information technology, to improve the quality of care delivery, to enhance patient safety and to reduce the cost of care.			
	<a href="#">Summit: Annual Health IT summit that engage leaders, experts and peers around health information technology tools, resources, best practices and frameworks as instruments for successfully navigating change.</a>	Annually	Health care professionals	Conference
Vermont Legal Aid Health Care Advocate Project	It helps Vermont consumers with a broad range of problems and questions related to health care services and health insurance.			
	<a href="#">News, Health Care Advocate Brochure, Annual Report, Quarterly Report, Health Care Advocate Policy Papers, Vermont Law Help/Health</a>		Consumers	Database

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
Vermont Medical Group Management Association (VTMGMA)	<a href="#"><u>A statewide organization whose mission is to enhance the health care management profession by providing networking opportunities with other health care professionals, timely information, and professional training and education. The events mostly are webinars.</u></a>	Ongoing	Health care professionals	Webinar
	<a href="#"><u>News tab</u></a>	Ongoing	Health care professionals	News
Vermont Medical Society	<a href="#"><u>The Green Mountain Physician is a six-times-a-year membership magazine that features news, profiles on members of Vermont's health care community, legislative and regulatory updates, and helpful practice management articles written by subject-matter experts.</u></a>	6/year	Physicians	Publication
	<a href="#"><u>The Legislative Bulletin, a newsletter published as issues dictate throughout the legislative session and year. The Bulletin is produced with the goal of keeping members up-to-date on health care-related activities in the legislative, executive and judicial branches of the state and local government, and when needed, calling on physicians to participate in the legislative process.</u></a>	Ongoing	Physicians	Newsletter
	<a href="#"><u>VTMD.org is VMS's primary electronic source of information and aims to be Vermont physicians' go-to-source for information about their profession.</u></a>	Ongoing	Physicians	Publication

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
Vermont Mental Health Counselors Association	The professional association for licensed Clinical Mental Health Counselors in Vermont.			
	<a href="#">Council of Mental Health and Substance Abuse Professionals: they meets the first Thursday of each month to discuss and make decisions regarding legislative issues, issues with insurance companies and anything that is relevant to the delivery of mental health services</a>	Monthly	Psychiatrists, Social Workers, Mental Health Counselors, Psychologists and Drug and Alcohol Counselors	Meeting
VNAs of Vermont	It is a professional trade association with ten non-profit Home Health & Hospice Agencies across Vermont.		Home Health & Hospice Agencies, consumers	
	<a href="#">VNAs of Vermont Newsletters</a>	Monthly	Consumers, member agencies	Newsletter
Vermont Nurses in Partnership (VNIP)	To engage collaboration, evidence, quality, professional development and a competency focus to support clinical transition for new direct care providers.		Vermont nurses and nursing	

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
			students	
	<a href="#">Newsletter</a>	None Specified	Vermont nurses and nursing students	Newsletter
	<a href="#">Continue education</a>	Ongoing	Vermont nurses and nursing students	Training
	<a href="#">VNIP Publications</a>	Ongoing	Vermont nurses and nursing students	Publication
Vermont Organization of Nurse Leaders (VONL)	The vision of the organization is to be the recognized voice of nursing leadership in Vermont and to influence the progress in the field of nursing and the healthcare industry.	Ongoing	Vermont nurses	
	<a href="#">VONL Summit: to educate and engage Vermont nurses to take leadership roles in shaping health care in Vermont.</a>	Annually	Vermont nurses	Conference
	<a href="#">Calendar: Member meetings and annual meetings</a>	Ongoing	Vermont	Meeting

Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
		events	nurses	
Vermont Psychological Association	It is a non-profit professional association representing psychologists in VT	Ongoing	Psychologists, students, academians and associates.	
	<a href="#">The Vermont Psychologist</a>	None Specified	Psychologists, students, academians and associates.	Publication
	<a href="#">Advocacy at the federal, state and the direct practice commission level.</a>	Ongoing	Psychologists, students, academians and associates. Consumers, policy makers.	Advocacy
	<a href="#">Continuing Education workshops</a>	Ongoing	Psychologists, students, academians and associates.	Training



Communication Channel	Tool or Method	Frequency	Audience	Dissemination Medium
Vermont State Nurses Association (American Nurses Association Vermont)	An association for Vermont registered nurses, to improve health standards and health services availability and to support the professional development of nurses.		Nurses	
	<a href="#">Online Continuing Education Library</a>	Ongoing	Nurses	Training
	<a href="#">Navigate Nursing webinars</a>	Ongoing	Nurses	Webinar
	<a href="#">ANA's Leadership Institute</a>	Ongoing	Nurses	Training
Vermont State School Nurses' Association (VSSNA)	<a href="#">Mission: to advance the practice of School Nursing and provide leadership in the delivery of quality health programs to the Vermont school community. Newsletters.</a>	None Specified	Vermont School Nurses	Newsletter
	<a href="#">Conference</a>	None Specified	Vermont School Nurses	Conference